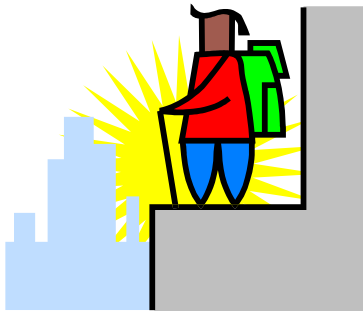

Advancing Performance Measurement for Accountability



King County's Collaborative Approach

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Purposes of Presentation

- Briefly summarize the county's progress to-date with performance measurement
- Explain the linkage between performance measurement and budget decisions
- Suggest how performance measures can be incorporated into the 2006 budget deliberations
- Identify longer-term actions to advance the county's development and use of performance measures

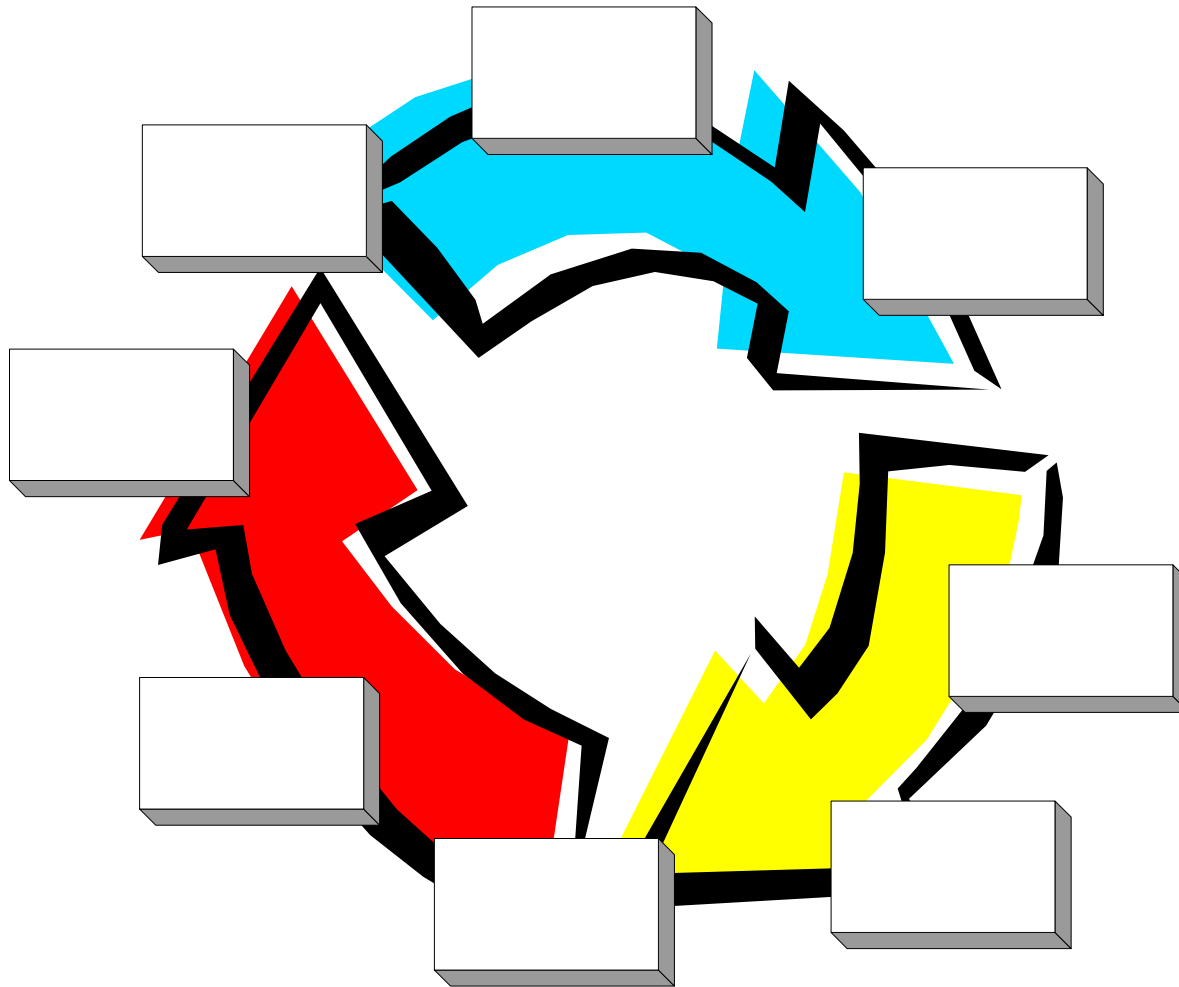
Today's Presentation

- What is a performance measure?
- Why are performance measures important?
- What has King County done in the past?
- What is the current status of performance measurement in the county?
- What steps need to be taken next?

What Is a Performance Measure?

- A performance measure is a quantified indicator of:
 - Progress towards or achievement of a goal
 - Efficiency in performing a task
 - Effectiveness in achieving a result
- Performance measures are used to:
 - Track performance and identify areas for improvement
 - Make decisions about resource allocation
 - Communicate results to elected officials and the public
- Performance measures are developed as part of a strategic planning process

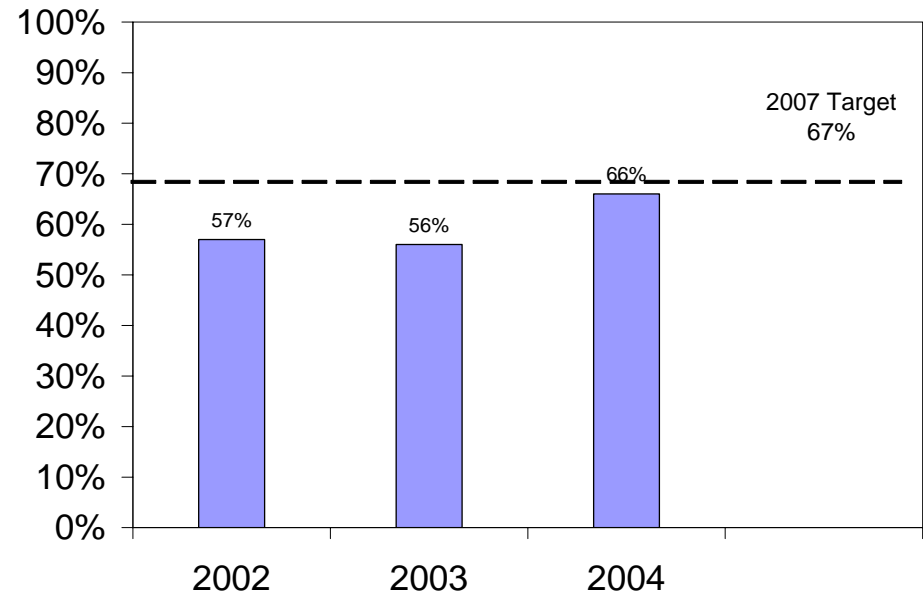
Strategic Planning Process



What Is a Performance Measure? (cont'd.)

Example: Household Hazardous Waste

- Mission: Preserve and protect ecosystem integrity, public health, safety and private property, and the natural resource economies and activities of King County
- Goal: Contribute to healthy communities by providing recreation, education, and sound land management
- Strategy: Provide public education, awareness, and disposal opportunities
- Outcome: Residents are more involved in their communities and in protecting the environment
- Measure: Percent of properly disposed household hazardous waste; target = 67%



Percent of proper disposal increased

Why Are Performance Measures Important?

- Provide knowledge for making decisions
- Provide accountability
- Indicate & track performance
- Inform resource decisions

Why are Performance Measures Important?

Knowledge

- Performance measurement system provides:
 - A framework for understanding agency priorities and goals
 - An empirical basis for decision making
 - A means of communicating with public about government services, programs, and performance

Why Are Performance Measures Important?

Accountability

- Outcome measures show the results
 - What did budget and policy decisions achieve?
 - How should this affect future decisions?
 - Were the goals met?
- Over time, data can show trends and impacts of strategies
- Measures form basis for demonstrating value of programs

Why Are Performance Measures Important?

Performance

- Track indicators of efficiency, effectiveness, and quality of county programs
- Establish a basis for comparisons to other jurisdictions
 - Comparisons are known as *benchmarks*
- Provide information for communicating with citizens

Why Are Performance Measures Important?

Resource Decisions

- Performance measures can and should inform budget decisions
- Linkage between performance measures and budget are important
 - Know the effects and impacts of appropriations and policy
 - JJOMP and AJOMP are good examples that worked
- Connect decisions to desired outcomes: e.g., desired increase in service or percent reduction of a problem

What Has King County Done in the Past?

- Performance measurement has been an evolving process
- Council established performance measurement requirements in county code in 1995
- Council provided additional policy direction between 2002 and 2005

What Has King County Done in the Past?

An Evolving Process

- Since the 1990's, performance measurement has been promoted through council mandates, executive requirements, agency endeavors, and auditor projects
 - To enhance management and to demonstrate accountability
 - To promote mission statements, goals, measures, strategic/business plans, and reporting
 - To lay groundwork for future
 - To expand the use of efforts

What Has King County Done in the Past?

KCC 2.10 - 1995

- In 1995, the council adopted a performance measurement system, but only for three departments:
 - Transportation, Public Safety & Public Health
- Code included “guidelines”
 - Objectives shall be clear, concise, achievable and understandable to the public, with empirical, verifiable performance measures
 - Objectives shall reflect the bulk of the departments’ activities
- Code is out of date because it is limited and does not reflect current policies and practices

What Has King County Done in the Past?

Policy Direction: 2002-2005

2002 (Motion 11561 and Ordinance 14517)

- Council motions encouraged countywide use of performance measurement and business plans
- Council requested the Executive to submit as part of annual budget process the business plans for each department, including:
 - Mission, goals, objectives, outcome measures, and core business outcomes and efficiency measures

What Has King County Done in the Past?

Policy Direction: 2002-2005

2002 (continued)

- Executive began transmitting business plans in 2003
- Council stated its intent to review submitted performance measures to:
 - Determine how well county departments are meeting their goals and objectives
 - Determine whether services are being provided that strike an appropriate balance of quality, level of service, and cost
- Council approved new position in Office of Management and Budget to lead performance measurement efforts

What Has King County Done in the Past?

Policy Direction: 2002-2005

2003

- Council created Performance Measurement Work Group (Motion 11739)
 - Led by auditor
 - Included participation by executive staff

- Executive produced first *Executive Performance Measurement Initiative* report as part of 2004 budget documents

What Has King County Done in the Past?

Policy Direction: 2002-2005

2004

- Council expanded Work Group to include countywide elected officials (Motion 12005)
- Council requested Work Group to:
 - Develop a roadmap to take the county from the current state to the future vision of performance measurement and performance-based decision making

2005

- Council directed auditor to continue Work Group and develop work plan (Motion 12161)

What Is the Current Status of Performance Measurement?

- Performance Measurement Work Group
- Executive's efforts
- Other county agencies



What Is the Current Status of Performance Measurement?

Work Group Accomplishments

- Developed *Guidelines* to evaluate business plans
- Used the *Guidelines* to assess eight agency business plans
- Gained commitment from elected leaders of all branches
- Developed a proposed vision for the future
- Drafted a work plan to establish a countywide performance measurement program

What Is the Current Status of Performance Measurement?

Work Group Findings

- Sophistication of agency business plans vary
 - But agencies have made significant improvements
- Performance measures are useful for developing baseline data
 - But most agencies are not ready for use in resource allocation decisions
- Stronger linkages are needed between strategies and measures and targets

What Is the Current Status of Performance Measurement?

Work Group Findings (cont'd.)

Examples of linking measures to resource decisions:

- Wastewater Treatment Division measured permit compliance and customer satisfaction after planned expenditure reduction
 - Permit compliance remained high
- Solid Waste Division measured efficiency and customer satisfaction after budget cuts
 - Customer satisfaction was still high: 4.5 out of 5

What Is the Current Status of Performance Measurement?

Work Group's Proposed Vision

- Policy makers develop prioritized goals and align services to those goals
- Performance information used to make decisions regarding policy and resource allocations
- Performance measures linked to resource allocation decisions
- Performance measurement used by managers for strategic planning, program evaluation, operational improvements, and budgeting
- County publicly reports to citizens on its performance

What Is the Current Status of Performance Measurement?

Work Group's Draft Work Plan

- Work plan defines next steps needed for a countywide strategic performance measurement and reporting program
- Those next steps include...

What Is the Current Status of Performance Measurement?

Work Group's Draft Work Plan (cont'd.)

- Develop a framework for planning and performance measurement
- Develop countywide priorities—policy and budget
- Align agency business plans and measures with countywide priorities
- Design the infrastructure necessary to support the measurement systems

Work Group's Draft Work Plan (cont'd.)

- Identify budget/resource and other implementation considerations
- Develop reporting approach
- Develop measures of success for the strategic planning and performance measurement effort
- Consider revisions to county code

Executive's Efforts

- County *Benchmark* report started in 1994
- Business plans submitted with budgets
- *Executive Performance Measurement Initiative* report included as part of budget
- Individual departments prepare reports
 - DNRP received national award for its annual *Measuring for Results* report
- KingStat initiated this year

What Is the Current Status of Performance Measurement?

Other County Agencies

- All have prepared business plans and/or operational master plans
- Added to Work Group this year
 - ❑ Department of Assessments
 - ❑ District Court
 - ❑ Office of the Prosecuting Attorney
 - ❑ Sheriff's Office
 - ❑ Superior Court

What Steps Need to Be Taken Next?

- Short and long term
- Continue:
 - Integration
 - Linkages
 - Collaboration
 - Leadership



What Steps Need to Be Taken Next?

Short Term

- Continued leadership
 - Policy is in place; stay engaged
- Council's 2006 budget panels can
 - Review business plan components
 - Begin making linkages between resource allocations and measures of service and effectiveness
- Committee work programs for '06 could include reviews of business plans

What Steps Need to Be Taken Next?

Long Term

- Adopt & implement Work Group's plan
- Integrate performance measurement initiatives
- Create countywide linkages
 - Policies, priorities, management, and budget
- Recommend changes to county code requirements
- Develop public involvement and reporting